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HAVANT BOROUGH COUNCIL

Cabinet

28 June 2017

CORPORATE STRATEGY 2017-22

Report by the Executive Director for Strategy & Governance

FOR DECISION

Cabinet Lead: Leader and Finance – Councillor M Cheshire

Key Decision: No

1.0 Purpose of Report

1.1 To present an update of the Council's Corporate Strategy for approval.

2.0 Recommendation

2.1 That the Corporate Strategy 2017-2022 update be recommended to Council for approval.

3.0 Summary

3.1 The Corporate Strategy is the Council's key strategic planning document and drives everything we do. It outlines a compelling vision for the future and describes our business strategy and priorities for the next five years.

3.2 Everything we do should contribute to the aims and objectives of the corporate strategy and as a result there should be evidence of a golden thread running throughout the organisation with everyone understanding their role in its delivery. The detailed actions required to deliver the Corporate Strategy inform the annual business planning and budget process for the Council.

3.3 Since the 2015-20 Strategy was approved by the Council in February 2015, there have been many changes outside the Council's control that have affected the environment within which we operate, including two General Elections and the EU Referendum. The Council has also made substantial progress in delivering its Strategy, including forging new partnerships and service improvements. The Strategy has been reviewed by Cabinet members and senior managers, and the attached draft is therefore presented as an up-to-date articulation of the Council's ambitions and plans.

4.0 Implications

4.1 **Resources:** The Corporate Strategy sets a clear direction for the deployment of the Council's resources from 2017 to 2022.

4.2 **Legal:** There are no specific legal risks or issues associated with this report.

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- 4.3 **Strategy:** The Corporate Strategy is the Council's principal strategic document.
- 4.4 **Risks:** The Council maintains a corporate risk register that will be updated and continuously reviewed in the light of this Corporate Strategy.
- 4.5 **Communications/Community:** The 2015-20 Corporate Strategy was developed following consultation and liaison with staff, councillors and partners. This update builds on that work and updates elements to address current and future challenges. An Integrated Impact Assessment was conducted on the 2015 Strategy and is in progress for this draft; any significant findings will be reported to the Cabinet and (if approved) to Council.

Appendices:

- Corporate Strategy 2017-22

Agreed and signed off by
Section 151 Officer: 21 June 2017
Monitoring Officer: 21 June 2017
Cabinet Lead Member: 7 June 2017

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Havant Borough Council
Corporate Strategy update: 2017-2022 [DRAFT]

Introduction

Havant Borough Council's motto is 'Avant Garde', meaning at the forefront or vanguard. The Council is proud of Havant and of the progress that we have made to improve services, sustainability and prosperity in the borough, in the face of massive financial, economic and social pressures.

This Corporate Strategy sets the vision for our organisation to remain at the vanguard of effective public service delivery over the next five years: where we want to be and how we intend to get there.

It is an update of the Corporate Strategy 2015-2020. It builds on our achievements to date and reflects our current thinking about the future of public services. Everything we do should contribute to the Corporate Strategy and there will be evidence of a golden thread throughout the organisation linking all our efforts and resources back to the delivery of its priorities.

Public services in the UK face unprecedented challenges. National and international economics and politics have affected the government and the public sector at all levels, as well as our customers, local residents, communities and businesses. The next few years will see substantial changes in the shape of the UK economy, with new opportunities for growth. At the same time, those who use public services have high expectations of quality, performance and efficiency, and the Council must continue to achieve significant savings and sustainable income to pay for services.

Havant Borough Council seeks to respond to these challenges by articulating its priorities in this Corporate Strategy. The strategic leadership and direction we are setting aims to shape the services we provide for a sustainable future.

This Strategy complements our 'Local Plan', which is based on comprehensive information about the future needs of our area. The most recent Local Plan was adopted in March 2011 and sets out the development requirements for the borough's growth and prosperity to 2026. It is currently being updated to paint a picture of the borough for 2036. It will include plans for:

- A substantial amount of new housing, including a range of choice in terms of affordability and meeting the needs of residents
- Employment, education and training opportunities to meet the skills gap that exists currently
- Significant infrastructure improvements to support communities and businesses
- Town centre and seafront regeneration and investment in new amenities
- Responding to the challenges of climate change
- Harnessing the opportunities of the Fourth Industrial Revolution, bringing together digital, green and physical technology

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Our mission

As elected leaders and public servants, we will be bold and shape council services to ensure that the communities of Havant will be increasingly prosperous, vibrant and active. We are proud of the borough of Havant and will provide clear leadership and solutions to meet the challenges of economic uncertainty and customer demand.

Our priorities

Our ambitions for the borough are described under five Priorities:

- Economic growth
- Public service excellence
- Financial sustainability
- Environmental sustainability
- Creativity and innovation

Economic growth

- We will transform our town and commercial centres to be a location of choice for inward investors and high growth companies.
- We will work with stakeholders to deliver our major development opportunities, including transformation of Havant town centre, Waterlooville town centre, Leigh Park centre, Hayling Island, the Harts Farm Way/Brockhampton West corridor and Dunsbury Business Park.
- We will encourage new and expanding businesses to create quality jobs for local people in an area with an outstanding quality of life.
- We will support education providers and local businesses in raising the educational attainment and skills of the area to help improve employment.
- We will develop a new strategy for delivering homes that are more affordable to local residents.
- We will support the wider economic agenda through public and private partnerships.

Public service excellence

- We will build on our successful partnerships with our public service partners to improve and personalise services for residents, businesses and visitors.
- We will lobby Government – centrally and regionally – to devolve powers to our district to ensure that we improve localised service delivery.
- We will develop the Public Service Village to enable better and joined-up local services with other public service partners, such as Hampshire Constabulary and the NHS.
- Using customer insight we shall determine our service priorities and redesign our processes so that our customers' most important services are delivered at the right quality and price.

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Financial sustainability

- We will balance our finances each year and direct resources to deliver quality services in a targeted way.
- Our services will be affordable for customers and sustainable for the Council.
- We will develop new income streams and efficiencies to tackle the loss in grant from Government.
- We will make responsible and significant investments into commercial property to achieve sustainable new income.
- We will work with partners to reduce duplication across public service spending in our area.

Environmental sustainability

- We will improve neighbourhoods and their environmental quality.
- We will continue to work with the Partnership for Urban South Hampshire to develop and implement an Energy Strategy for the Solent region that will help ensure energy security and resilience, reduce fuel poverty and maximise the economic benefits from a low carbon economy.
- We will explore renewable energy options for our own estate and for local communities and lever in funding where possible to enable delivery of these projects where there is a credible business case to proceed.

Innovation and creativity

- We will develop our innovative public and private partnerships to push the boundaries of sustainable public service delivery.
- We will support our joint venture company, Norse SE, to grow its business and take advantage of new commercial opportunities.
- We will build on our strong business relationships with other councils – particularly our shared management with East Hampshire and our coastal partnership with Portsmouth, Fareham and Gosport – to offer to others a strong and well-tested model of running public services efficiently and innovatively.
- We will develop and improve our other commercial relationships and partnerships.
- We will learn from what works well across public, commercial and other services.

Achieving the vision

To achieve this ambitious vision for the borough of Havant, we will:

- Develop annual, resourced business plans to reflect the aims of this strategy.
- Deliver a Local Plan that provides a clear and detailed vision for ambitious and sustainable housing and business growth to 2036.
- Provide effective and targeted local services, while keeping council tax low.

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- Build on our key management partnership with East Hampshire District Council to ensure that the right skills are available in the right places and at the right time, so that our structures are efficient and appropriate.
- Focus our project structures on our ambitious regeneration and financial targets.
- Adopt a rigorous, commercial and evidence-based approach to evaluating projects and new initiatives, while maintaining our key ethos of social responsibility and democratic accountability.
- Support our commercial partners to develop new growth to support the Council's finances and the prosperity of local businesses and residents.
- Invest significantly and responsibly in commercial property to diversify our income streams and make our income more secure and sustainable in the face of further Government cuts.
- Support councillors in their democratic role, both representing and leading local communities.
- Continue to develop as an employer of choice, motivating and rewarding high performance and providing a workplace that is exciting, innovative and values our public service ethos and roots.
- Evaluate progress and report back regularly to councillors and the public on how we are doing.

[ENDS]